



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY FORCES COMMAND
1777 HARDEE AVENUE SW
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AFPE-HR-CP

7 APR 2004

MEMORANDUM FOR Chiefs, Primary and Special Staff Agencies and Employees

SUBJECT: Policy Memorandum, HQ FORSCOM Alternative Work Schedule (AWS) Program

1. References:

- a. Title 5, United States Code (USC), Chapter 61, Subchapter II, Flexible and Compressed Work Schedules.
- b. 5 Code of Federal Regulations, Chapter 610, Subpart D, Flexible and Compressed Work Schedules.
- c. White House Memorandum, 11 Jul 94, subject: Expanding Family-Friendly Work Arrangements in the Executive Branch.
- d. Memorandum, AFRM-RI-O, 23 Apr 02, subject: HQ FORSCOM Overtime Policy.

2. Purpose: To establish policies and procedures to implement HQ FORSCOM AWS for civilian employees. Policy remains in effect until superseded or rescinded.

3. Definitions:

- a. Alternative Work Schedule (AWS) – An umbrella term used to describe any schedule other than the traditional work schedule (eight hours per day, five days a week), such as compressed and/or flexible work schedules.
- b. Compressed Work Schedule (CWS) – A fixed work schedule that enables full-time employees to complete the basic 80-hour biweekly work requirement in less than 10 work days.
- c. Core Hours – Core hours are the designated times during the day when employees must be present for work or on approved absence, i.e. 0830-1100 and 1330-1530.

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d. Flexible Hours – Flexible hours are the part of the workday before or after core hours when employees may choose their time of arrival and departure, i.e., 0630-0830 and 1530-1800.

4. Policy:

a. Alternative Work Schedules are intended to enable employees to have work schedules that help them balance their work and family responsibilities. Specific objectives are:

(1) To provide additional hours of service by increased employee availability beyond normal business hours, especially to those customers in other time zones.

(2) To provide greater balance between job needs and personal needs.

(3) To improve quality and quantity of work.

(4) To reduce short-term absences for medical appointments or personal business.

(5) To provide sufficient time to allow employees to participate in physical fitness programs or avail themselves of educational opportunities.

b. Under the HQ FORSCOM AWS program, there are four AWS available (two types of flexible work schedules and two types of compressed work schedules) in which employees may choose to work:

(1) Gliding Schedule – A flexible work schedule in which an employee has a basic work requirement in each day (8 hours) and 40 hours in each week. The employee selects an arrival/departure time each day and the employee may change those times daily as long as it is within the established flexible hours and the employee works certain core hours. The core hours (hours one must work) are 0830-1100 and 1330-1530. The flexible hours for arrival and departure are 0630 to 0830 and 1530 to 1800. Lunch breaks must be at least 30 minutes and no longer than one hour. In accordance with 5 USC 6101(F), breaks in working hours of more than 1 hour may not be scheduled in the basic workday.

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(2) Flex Schedule – A flexible work schedule in which an employee has a basic work requirement in each day (8 hours) and 40 hours in each week. The employee selects arrival/departure times which do not change. Lunch period must be at least 30 minutes and no longer than one hour. Work must begin at or before 0830 and departure time must be after 1530.

(3) 5/4-9 Plan – A compressed work schedule where employees fulfill their basic work requirements in less than ten days during a biweekly pay period. An employee works eight nine-hour days, one eight-hour day, and has one day off in each biweekly pay period. Work must start between 0600 and 0730 and lunch period must be at least 30 minutes, but no longer than one hour. The tour of duty for each individual employee is defined by a fixed schedule. However, the arrival and departure times for the employees within the unit may be staggered as long as managers/supervisors ensure employees comply with the designated core hours (0830-1100 and 1330-1530).

(4) 4-10 Plan – A compressed work schedule where an employee works ten hours a day and has two days off each biweekly pay period. Work must start between 0600 and 0730 and lunch period must be at least 30 minutes, but no longer than one hour. The tour of duty for each individual employee is defined by a fixed schedule. However the arrival and departure times for the employees within the unit may be staggered as long as managers/supervisors ensure employees comply with the designated core hours (0830-1100 and 1330-1530).

c. A flexible work schedule (paragraphs 4.b.(1) or 4.b.(2)) cannot be combined with a compressed work schedule (paragraphs 4.b.(3) or 4.b.(4)); however, an employee may work any one of the above schedules, with supervisory approval.

d. Management has the discretion to establish employee hours outside the core hours if mission dictates. If situations exist where coverage is required in an area needed to support staffing requirements, workload, and customers served beyond their regularly scheduled tour of duty, management has the flexibility to shift hours to avoid paying overtime or compensatory time.

e. When mission requirements are not impacted, employees may request changes in an AWS schedule if there is mutual agreement between supervisor and employee.

f. Changing a regular day off (RDO) for employees on compressed work schedules is not an entitlement. The employee elects to utilize the compressed work schedule and sets the RDO, with supervisory approval. The RDO is considered a non-duty day and non-pay status because it falls outside the employee's 80-hour pay period. For example, if an employee is scheduled for jury duty on his/her RDO, the agency would not be obligated to permit an alternate RDO for that week. Also, the agency would be under no obligation to permit the employee to take other days off to replace the time lost to jury duty. Additionally, should the jury duty be scheduled for the employee's RDO, no Court Leave may be granted. To qualify for Court Leave, an employee must be in a pay status (i.e., scheduled to work) during the time spent on jury duty. Due to the fact that the RDO is a non-duty day, the employee would be on a non-pay status on the RDO.

g. All management changes to an employee's hours or type of AWS should be based solely on mission requirements.

h. An AWS (Gliding, Flex, and Compressed Schedules) will not move with employees reassigning to a new position within the Headquarters. The schedule must be renegotiated between the new supervisor and employee.

i. Employee participation in the AWS program is voluntary. Employees who do not participate must work the traditional five-day, eight-hours-per-day schedule.

5. Responsibilities:

a. It is the responsibility of Directors/Chiefs of Primary and Special Staffs to determine which individual/position may participate in the AWS program. This responsibility may be delegated. To the maximum extent possible, Directors/Chiefs of Primary and Special Staffs will allow employees to participate; however, the mission must not suffer and the office must remain operational at all times. If mission requires, supervisors retain the prerogative to change an employee's schedule. For example, if an employee chooses a gliding schedule, supervisors may, if mission requires, change that employee's schedule to another type.

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b. Supervisors are encouraged to establish the "buddy system" within their work unit. Under the buddy system, each employee is assigned another employee as their buddy, preferably employees with similar positions. Buddies would not have the same day off and would be expected to "cover" for each other. Coverage is whatever the supervisor deems necessary but could include completing an important assignment, answering the telephone, or responding to routine inquiries from customers.

6. Leave: Time off must be charged to the appropriate leave category and in the appropriate amount. For example, if an employee takes annual or sick leave for a full work day on a day he/she is scheduled to work for some period other than eight hours (e.g., 4, 9, 10, etc.), the employee will be charged that amount of annual/sick leave (4, 9, 10, etc.).

7. Training and Temporary Duty Assignments (TDY): It is the responsibility of both the employee and supervisor to ensure proper tracking of hours worked during TDY or training. If working an AWS is not feasible during TDY or training, the employee may revert to a traditional five-day, eight-hour schedule for that pay period. The supervisor will determine what schedule is appropriate in these circumstances.

8. Holidays:

a. When a holiday falls on a day that an employee is regularly scheduled to work, the scheduled workday is the employee's holiday. For example, if Wednesday is the holiday and the employee is usually scheduled to work Wednesday, he/she will not work on that Wednesday.

b. If the employee is covered by a compressed work schedule, the employee's holiday will comprise the number of hours the employee is regularly scheduled to work that day. For example, if the employee works a 4-10 plan, and the holiday is Wednesday, the employee will not work Wednesday and will receive holiday pay for ten hours.

c. When a holiday falls on a non-workday for an employee on a compressed work schedule, for instance:

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(1) If the holiday falls on Sunday, the first regularly scheduled workday following the Sunday holiday is the employee's day off. For example, if an employee is regularly scheduled to work Tuesday through Friday and Sunday is a holiday, Tuesday will be the employee's day off.

(2) If the holiday is not a Sunday, the last regularly scheduled workday preceding the holiday is the employee's day off. For example, if an employee is regularly scheduled to work Tuesday through Friday and Monday is a holiday, the employee's day off is the preceding Friday.

9. Premium Pay:

a. Overtime – Any hours worked in excess of the number of hours the employee was scheduled to work will be considered overtime and will be paid in accordance with Title 5 of the Fair Labor Standards Act (FLSA). Approval of all overtime must be in accordance with paragraph 1d.

b. Night Pay – An employee is scheduled for night pay for any regularly scheduled work performed between the hours of 1800 and 0600. It is only those hours set by management as the regularly scheduled tour of duty. Premium pay for night work is not paid solely because the employee elects to work when night pay is authorized.



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